



(U) Documenting Your Contribution During The Iraq Crisis

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Run Date: 04/10/2003

(U//FOUO) As you saw in a recent [Agency-all email](#), Records Management Officers throughout NSA have been passed guidance on preserving records related to the Iraq campaign. Below is the text of this guidance from NSA's Contract Operations, Records Center and Archives, FYI:

(U) Documenting Your Contribution during the Iraqi Crisis

(U) From a historical perspective any support NSA provides to the Iraqi crisis is significant. All efforts are important in accomplishing the NSA/CSS mission -- and all should be documented. In most cases it takes only a few minutes to preserve a record of your contribution. Here are a few tips on how to document your organization's role in this crisis.

(U) Records Management Officers (RMO) are the first line of defense for preserving all important records depicting NSA's critical role in the Iraq crisis. RMOs should be able to provide advice on what information must be preserved. For those especially difficult questions, the corporate Records Management Program (RMP) office may be reached at [REDACTED] or via e-mail at [REDACTED].

(U) Essentially, Federal Law mandates what a record is, and how (long) it should be saved. However, our country is engaged in a war and NSA is playing a major role, therefore extra effort should be put forth not only to ensure that all the information is preserved, but also that it is complete and readily identifiable as war related for future researchers. The following are some thoughts on what additional information might be saved:

- (U) E-MAIL/ELECTRONIC BRIEFINGS (e.g., POWERPOINT): While some Agency organizations have systems for preserving electronic information, yours may not. At the very least, e-mails and briefings (in color) containing valuable and insightful information pertaining to some facet of the war should be copied to paper, entered into the organization's central filing system, and retained according to the Records Disposition Schedule (RDS).
- (U) Whether in normal operations or crises, several types of information often do not get preserved; perhaps some changes should now be considered:
 1. (U) Verbal directions: Quick notes about directions given during informal meetings or via the telephone.
 2. (U) The reasons for decisions: All too often, memorandums record who was at a meeting and what the outcome was, but omit the reasoning behind decisions or actions. Making a few comments about the reasons for a decision or activity can be most helpful in both "lessons learned" studies and later historical analysis.
 3. (U) Short summaries (or even anecdotes) about successes and failures: These can be captured in e-mail, memoranda, or other formats which are then saved and filed.
 4. (U) Sometimes even seemingly mundane things -- such as manning schedules, phone lists, SOP papers, and the like -- can be valuable later to the historian for establishing identities, dates, and procedural matters.

(U) It is likely that senior people will be interviewed after-the-fact; however, they are not the only ones making significant contributions. The names of all major players should be retained for future reference. Assistance on oral history issues can be provided by the Center for Cryptologic History, which can be reached by phone at [REDACTED] or via e-mail at [REDACTED] or [REDACTED]@nsa.

(U) The most difficult information to obtain for cryptologic history is how product of NSA/CSS was used by decision-makers and other customers. People should be encouraged to make notes on any feedback received from customers, particularly telephone or personal comments that do not have hard-copy follow-up. Such comments can be documented in e-mail that is later printed out and filed.

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DERIVED FROM: NSA/CSSM 1-52, DATED 08 JAN 2007 DECLASSIFY ON: 20320108